



Linda S. Adams
Secretary for
Environmental Protection



Department of Toxic Substances Control

Maureen F. Gorsen, Director
1001 "I" Street
P.O. Box 806
Sacramento, California 95812-0806



Arnold Schwarzenegger
Governor

M E M O R A N D U M

TO: Watson Gin, P.E.
Deputy Director
Hazardous Waste
Management Program

Jeff Wong, Ph.D.
Deputy Director
Science, Pollution Prevention
and Technology Program


Hamid Saebfar
Acting Deputy Director
Site Mitigation and Brownfields
Reuse Program

Elizabeth Yelland
Chief Counsel
Office of Legal Affairs

Vicki Vandergriff
Deputy Director
Administrative Services

Susie Wong
Deputy Director
Office of External Affairs

Rick Brausch
Legislative Director
Office of Legislative and
Regulatory Policy

FROM: Leonard Robinson 
Chief Deputy Director

DATE: April 4, 2007

SUBJECT: PROJECT MANAGEMENT AT THE BOEING SANTA SUSANA FIELD
LABORATORY FACILITY

The Santa Susana Field Laboratory (SSFL) was established by Rockwell after World War II and has been used to test engines for missiles, spacecraft and rockets. The facility was also used to develop lasers for defense and commercial applications. In the mid 1950s, Rockwell expanded its operation to include nuclear research and testing various small reactors. During these activities, the facility contaminated both soil and groundwater.

The Department of Toxic Substances Control's (DTSC) involvement in the Boeing Santa Susana Field Laboratory (SSFL) facility dates to the mid-1980s. In that time, it has become one of our most complex and controversial projects. This is largely due to the uniqueness of the facility, its size, the types of activities that took place, the volume and types of hazardous wastes encountered, the number of state and federal agencies providing oversight, and the facility's proximity to a large and growing population in Southern California. Our work has focused on the significant environmental threats posed by the former activities at the site, and more recently the potential offsite implications. Engendering public trust in the agencies' ability to oversee the many aspects of this project is essential.

The community and other agencies involved with the site have high expectations regarding our role, our ability to coordinate the efforts of all agencies, and our ability to engage stakeholders fully in our decision-making processes. If we are to accomplish our mission we must provide a high degree of technical expertise, leadership and transparency to this project. We must ensure that the many program components within DTSC deliver services as effectively and efficiently as possible on this project. A strong leader and a well-coordinated internal structure are needed.

Toward this goal, I am implementing a more formal "project management" approach and designating Norm Riley as the Project Manager. This approach, used successfully on projects such as Zeneca, Cal Compact, Stringfellow and other projects, will provide Norm the ability to manage DTSC's resources effectively while ensuring the goals of this project are met. This designation will generally follow the structure and guidelines outlined in the January 7, 2005 memo that established the Zeneca project team (see attached).

Norm brings a wealth of experience and skills to this project. As Chief of the Emergency Response & Statewide Operations Division, he was responsible for successfully overseeing complex sites such as Stringfellow, Casmalia and the BKK Landfill, as well as directing DTSC's statewide illegal drug lab cleanup and emergency response activities. Prior to that, as Division Chief of the Statewide Compliance Division, he was responsible for successfully concluding a number of large settlements, eliminating a significant backlog of pending enforcement actions, and establishing the ICE database which tracks information on DTSC's enforcement activities.

Reporting directly to me and coordinating with Rick Brausch, Norm will have decision-making authority over all of DTSC's activities related to the SSFL project. This includes managing DTSC's resources dedicated to the project including assigning necessary staff members, prioritizing their work, scheduling site activities, and governing technical decisions.

I want to acknowledge all of the hard work and efforts of those in DTSC who have contributed to this project. Using input from stakeholders and members of the current

project staff, Norm will make any appropriate changes to establish a team that fits the unique aspects of this project.

In addition to his responsibilities related to the SSFL facility, Norm will also have decision-making authority over DTSC's efforts at properties that are in close proximity to the SSFL facility. These include Centex, Dayton Canyon and other properties where questions related to potential offsite impacts from activities at SSFL have arisen.

As stated previously, this project has generated a considerable amount of public interest. One of Norm's primary tasks will be to establish mechanisms for expanding transparency and providing real time public access to our decision-making process. This will likely include establishing some type of community advisory panel, developing a site-specific Web site to provide better access to DTSC project information and holding regular meetings with the public.

This memo supersedes Maureen Gorsen's recusal memo dated January 27, 2006 in which she had designated Watson Gin as Director for purposes of the Boeing SSFL facility.



Alan C. Lloyd, Ph.D.
Agency Secretary
Cal/EPA



Department of Toxic Substances Control

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P.O. Box 806
Sacramento, California 95812-0806



Arnold Schwarzenegger
Governor

MEMORANDUM

TO: Ann Boynton
Deputy Director
Office of External Affairs

Dorothy Rice
Deputy Director
Site Mitigation and Brownfields Reuse Program

Leslie Frye
Deputy Director
Administrative Services

Timothy Swickard
Chief Counsel
Office of Legal Counsel and Investigations

Watson Gin
Deputy Director
Hazardous Waste
Management Program

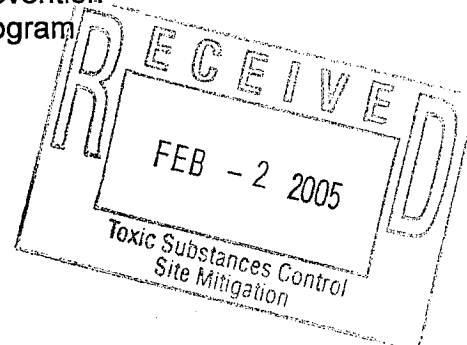
Jeff Wong, Ph.D.
Deputy Director
Science, Pollution Prevention
and Technology Program

Carol Northrup
Assistant Director

FROM: B.B. Blevins
Director

DATE: January 7, 2005

SUBJECT: PROJECT MANAGEMENT AT THE CAMPUS BAY / ZENECA SITE



DTSC has recently assumed regulatory oversight of the "upland area" of the Campus Bay/Zeneca site. The developers of the site, the community surrounding the site and other public agencies involved with the site have high expectations regarding our role. As a consequence, we need to ensure that the many program components within DTSC devoted to this project will deliver their services as effectively and efficiently as possible.

Toward this goal I am implementing a more formal project management structure for the Campus Bay/Zeneca site. I am pleased to designate Barbara Cook, Chief of the Northern California - Coastal Cleanup Operations Branch, as that project's

Project Manager. Barbara's talents as a Project Manager are well known both inside and outside of DTSC, and having experienced firsthand her process for reviewing the issues of the day, I believe she is well-suited for this responsibility.

The first component of this new structure is that the Project Manager will have decision-making authority over all departmental aspects of the project, including the type of work that needs to be performed. I'm aware that DTSC has an existing "project manager" structure, but these project managers tend to be treated as "site managers" and not recognized as an overall project lead. A true Project Manager has control over the entire breadth of a project with all members of a project team informing the Project Manager about events relating to the project. For those projects at DTSC having a high level of complexity, controversy or both, the true Project Manager model is necessary to ensure that these types of projects are efficiently managed at the least cost to both DTSC and the outside parties.

The second component of this project management approach is a project team working under the direction of the Project Manager. By this memorandum I am requesting that each of you designate the appropriate person from your program to serve on this team. If more than one division, branch or office from your program will be involved with the project, then you will need to designate a person for each of these project elements. At your earliest possible convenience please confirm with Barbara the person(s) you have assigned to the Campus Bay/Zeneca team. I will be asking Barbara for a list of the team members and the programs they are representing.

The third management structure component for the project is the reporting relationship that is expected to exist between the Project Manager and members of the project team. While team members remain in their present DTSC organizations, under this structure they will take direction from the Project Manager and not their line supervisor. If a team member believes a decision made by the Project Manager requires further review, the team member should immediately request a meeting involving the team member, the Project Manager, the Project Manager's Deputy Director and the Deputy Director (or Assistant Director) with responsibility for the team member's program. If the issue cannot be resolved it will be referred to the Department Director for a final decision.

While this type of structure assigns great responsibility to a Project Manager, it also brings with it an equal amount of accountability. In that regard, it is the responsibility of the Project Manager to be DTSC's chief spokesperson for the project, and to ensure that all regulations, statutes and policies are appropriately implemented on the project. The Project Manager should also hold regularly scheduled meetings/conference calls where all team members learn about project developments and receive project

assignments. Finally, the Project Manager is responsible for reporting all aspects of the project's progress to the Executive Management team through the Friday Report process. In support of this process, members of the project team must keep the Project Manager updated on significant events relating to the project so that the Project Manager's Friday Report submittal is current. (Deputy or Assistant Directors whose staff are supporting a Project Manager do not need to file a Friday Report item relating to the project.)

It is recognized that this project management structure is not suitable for all types of projects at DTSC. However, I suspect there are a few additional projects in DTSC that could benefit from this approach. If any Deputy or Assistant Director believes he or she has other candidate projects for this type of management structure, please feel free to discuss those with me.

The Project Manager structure I am implementing for the Campus Bay/Zeneca Project is not unique. This model is used extensively in the private sector because it focuses the energies of disparate interests within an organization on a common goal, and builds a sense of ownership for the project among all of the team's members. Equally important, it provides for a timely process for making key decisions that reduces project costs for all concerned.

I appreciate your cooperation in this matter.

cc: Leonard Robinson
Chief Deputy Director

Alice Dowdin
Legislative Director

Caren Trgovcich, Chief
Statewide Cleanup Operations Division
Site Mitigation and Brownfields Reuse Program

Barbara Cook, Chief
Northern California - Coastal
Cleanup Operations Branch
Statewide Cleanup Operations Division
Site Mitigation and Brownfields Reuse Program